

Figure 1

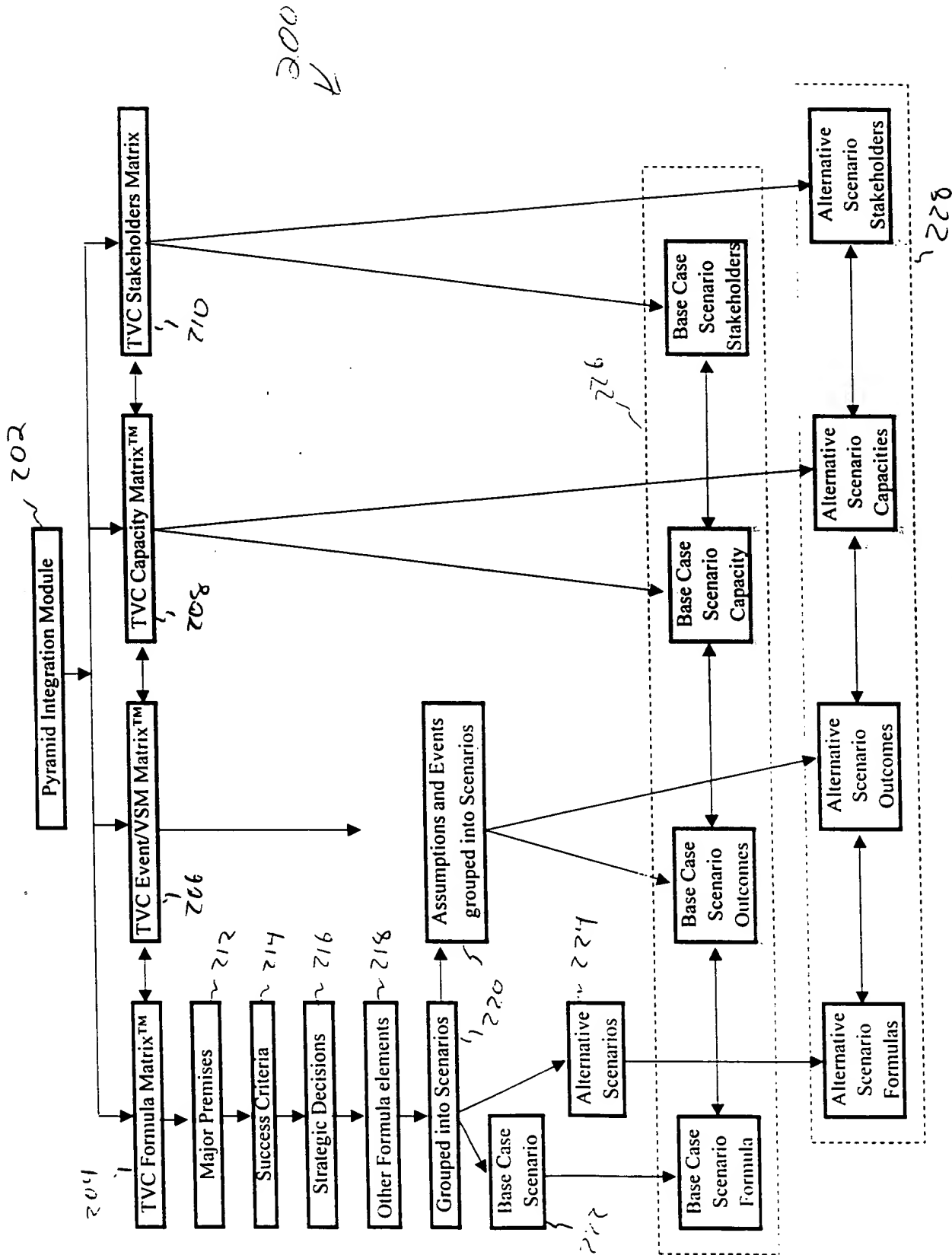


Figure 2

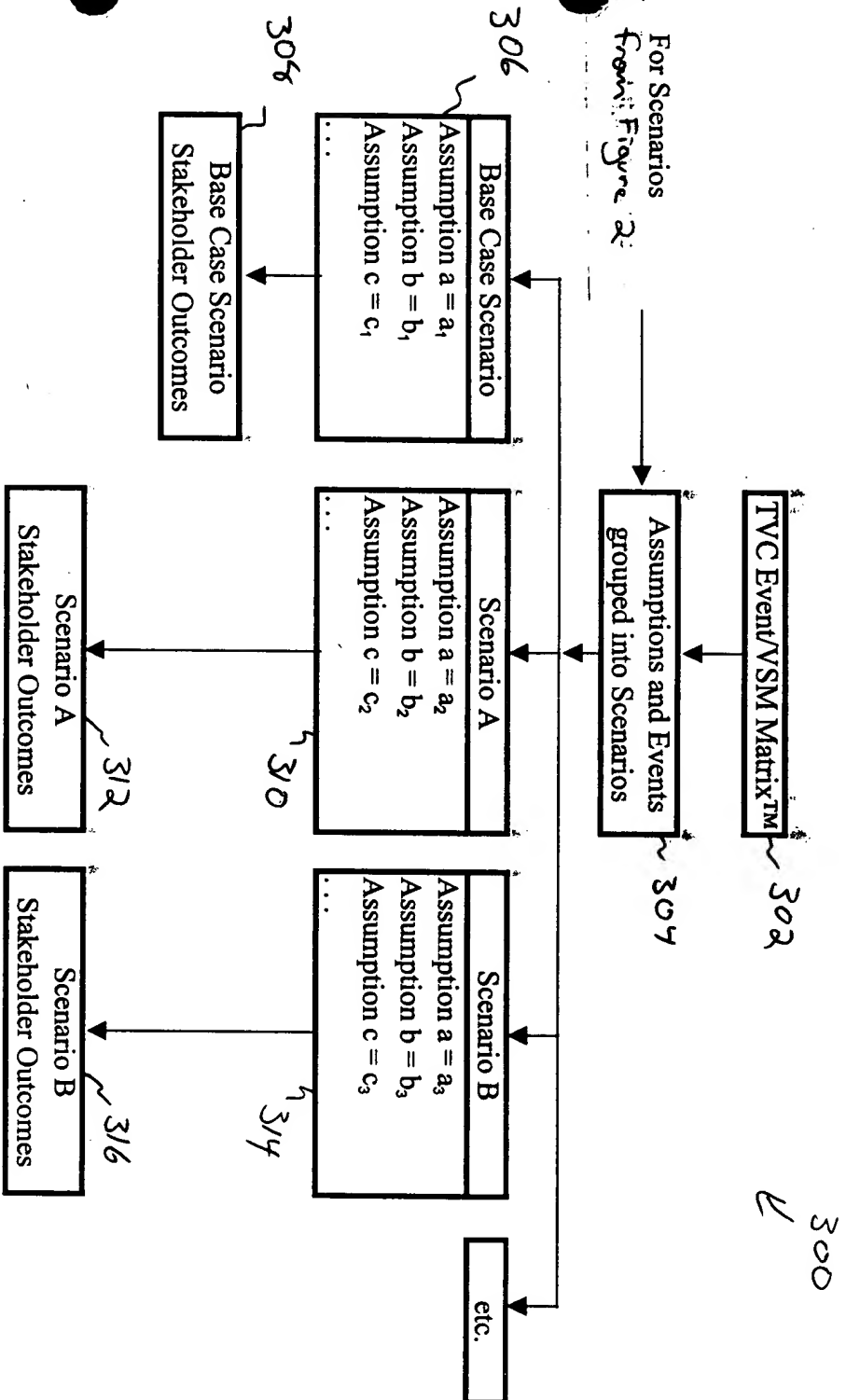


Figure 3

306

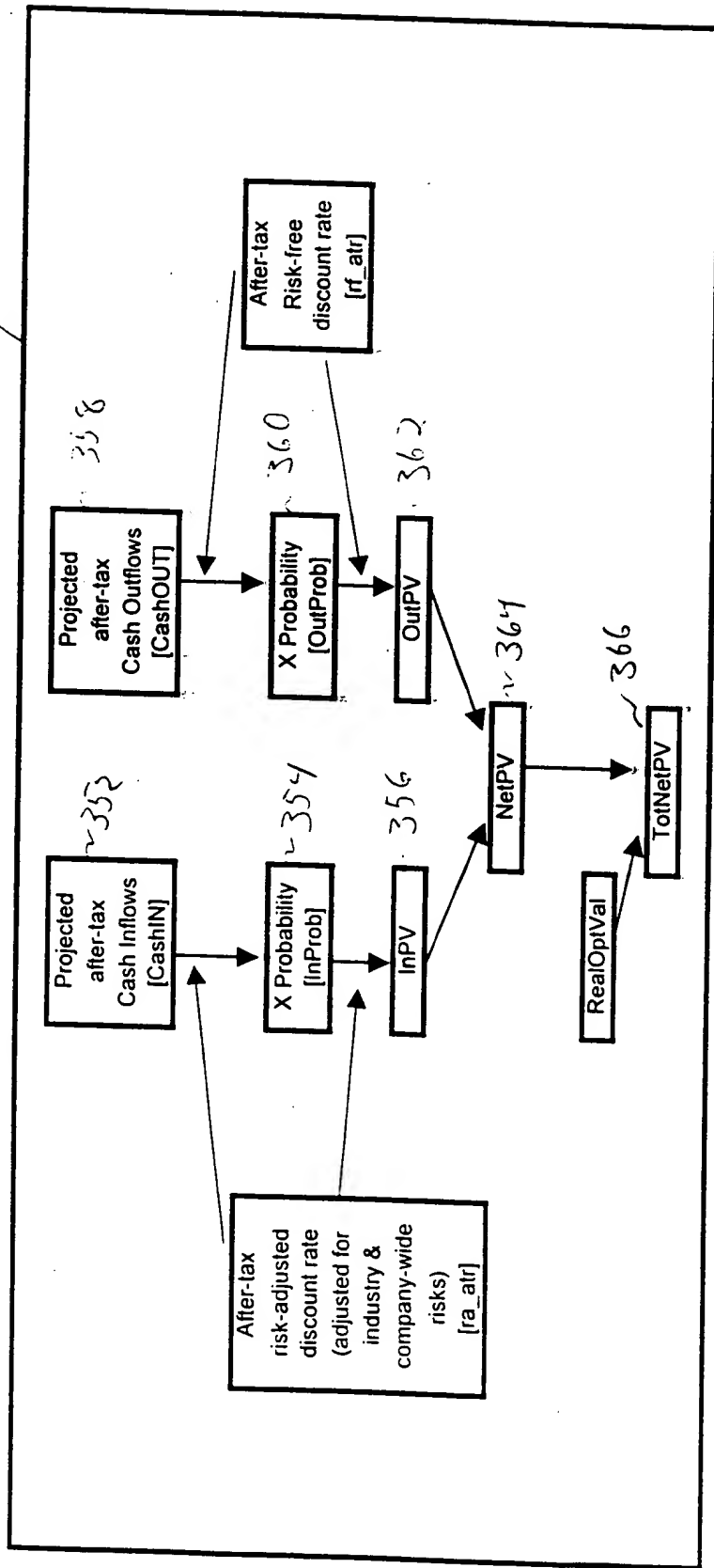


Figure 4

306

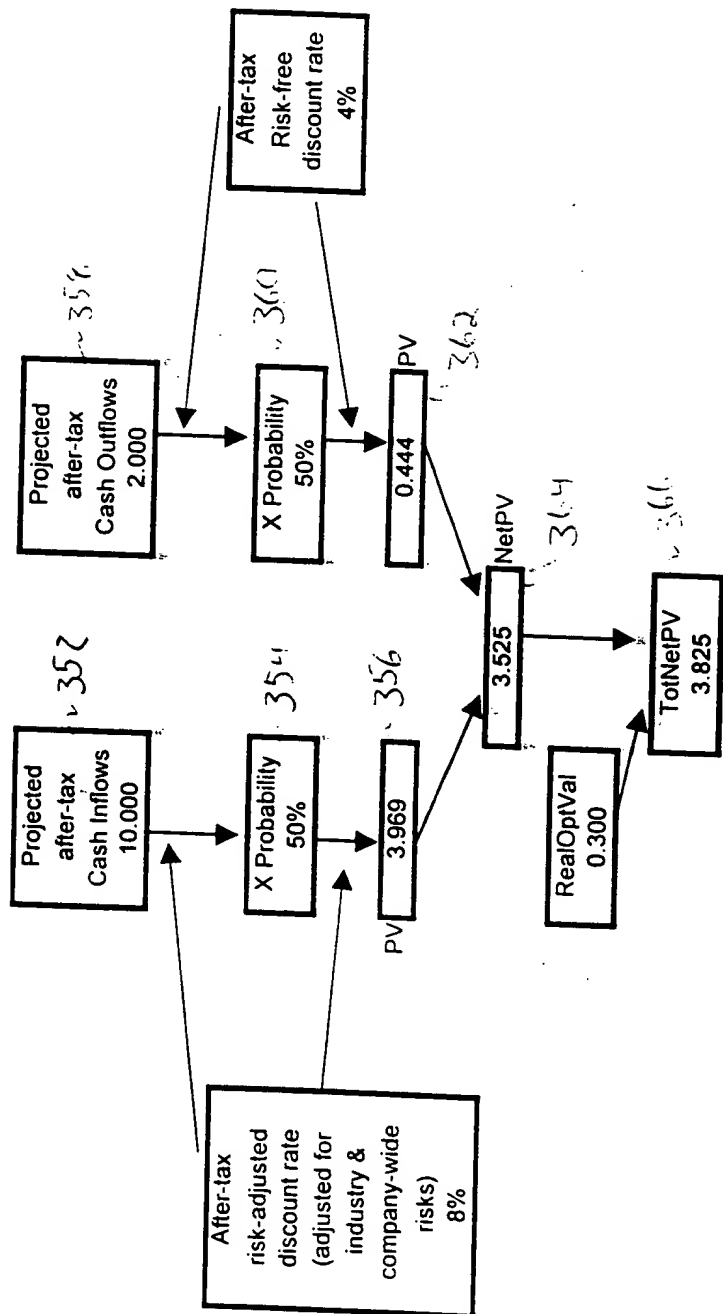


Figure 5

300  
v

TVC Event/VSM Matrix™ 302

For Scenarios

Assumptions and Events  
grouped into Scenarios 304

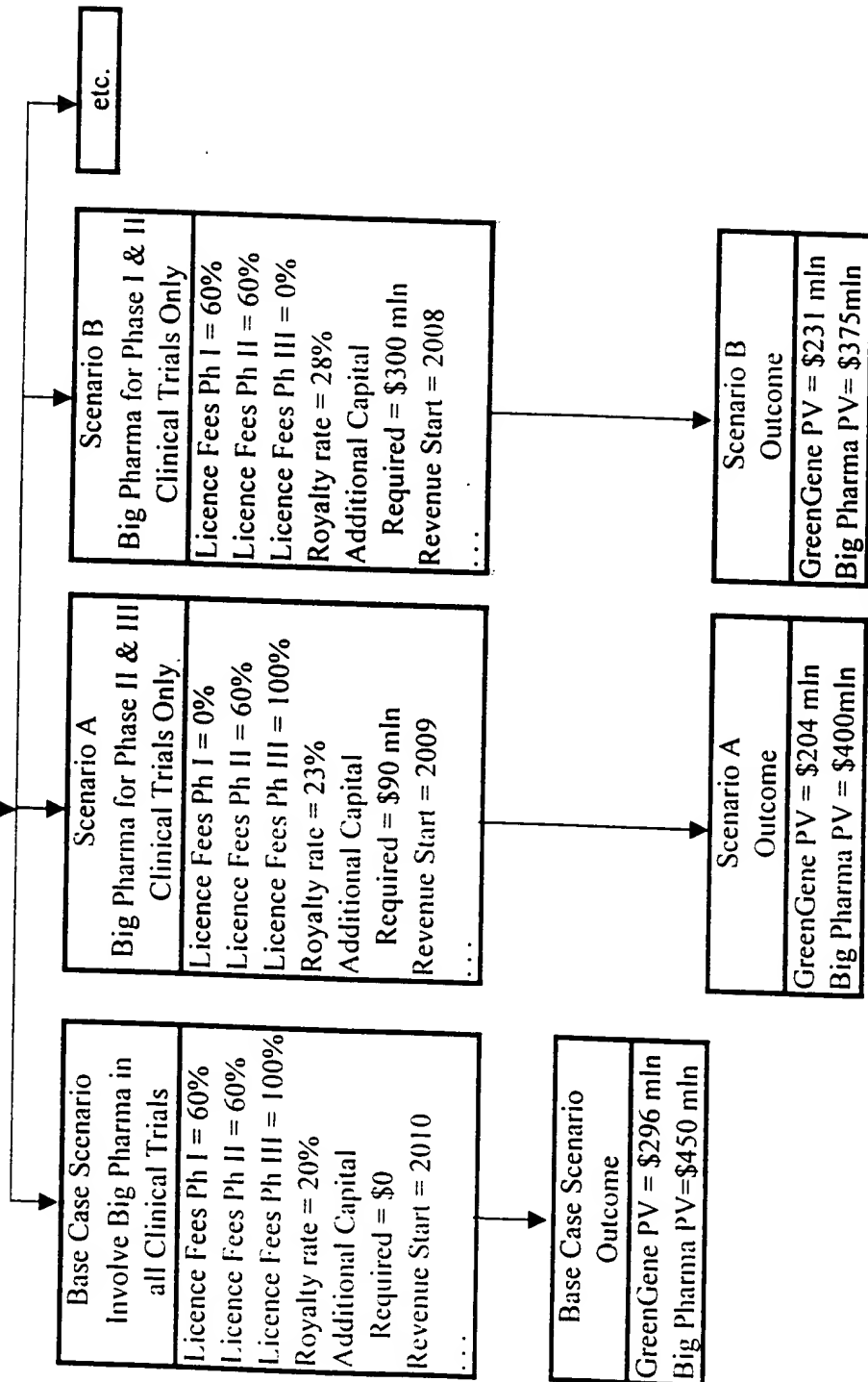


Figure 6

Fig 244

# Stakeholders Example

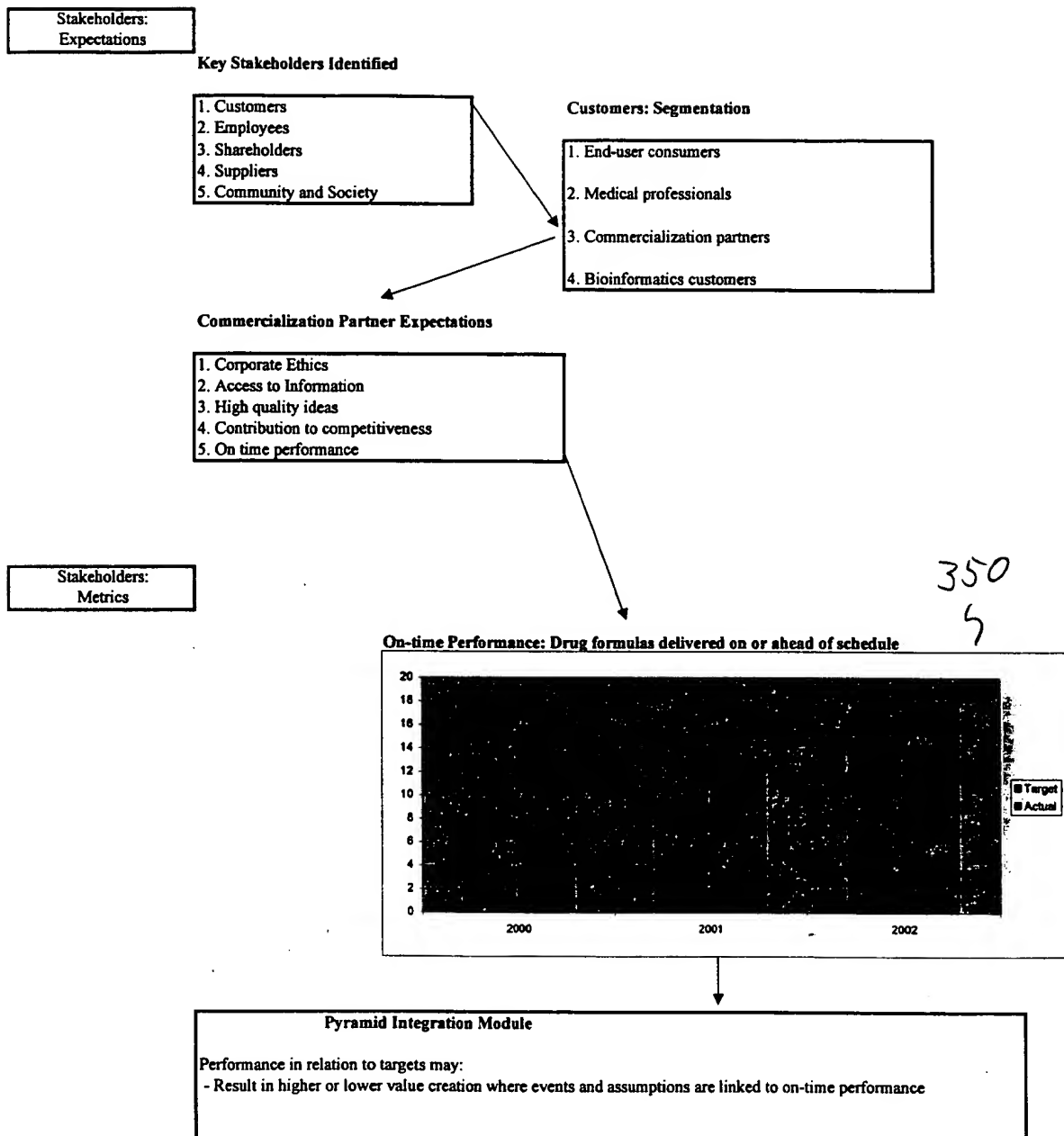


Figure 7

Fig 234

Capabilities Example

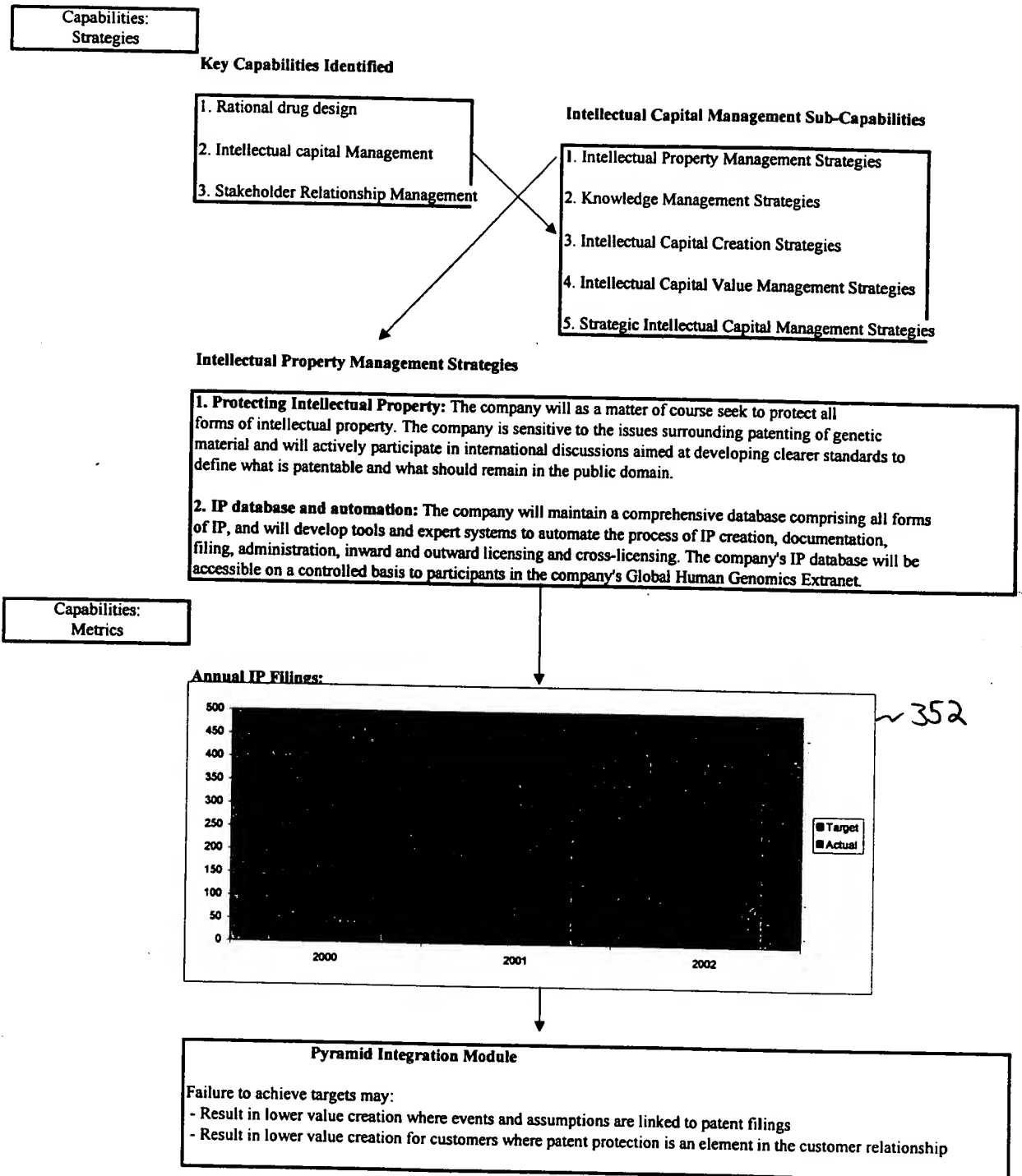


Figure 8



Fig 236

Infrastructure Example

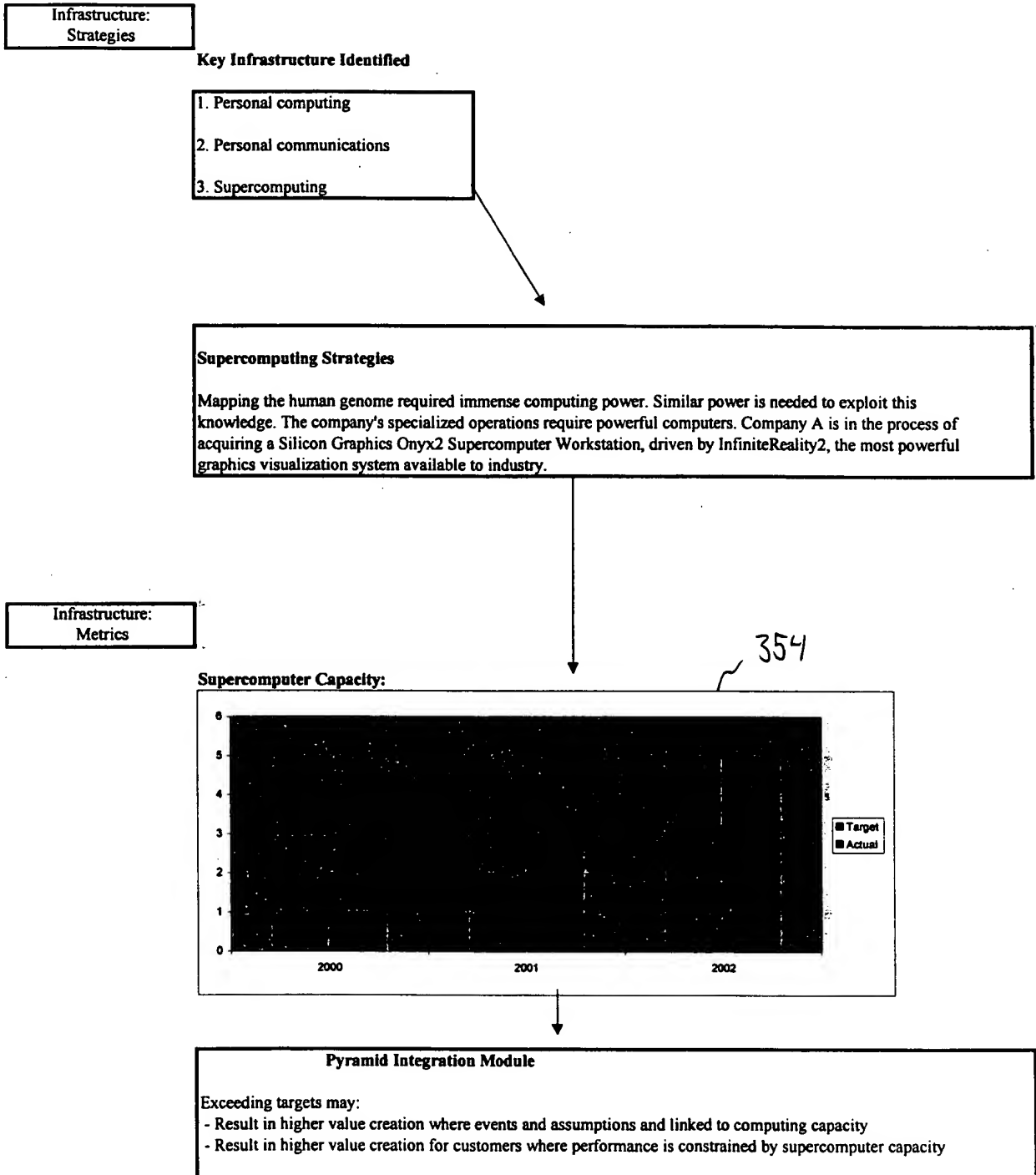


Figure 9

Fig 238

Network Example

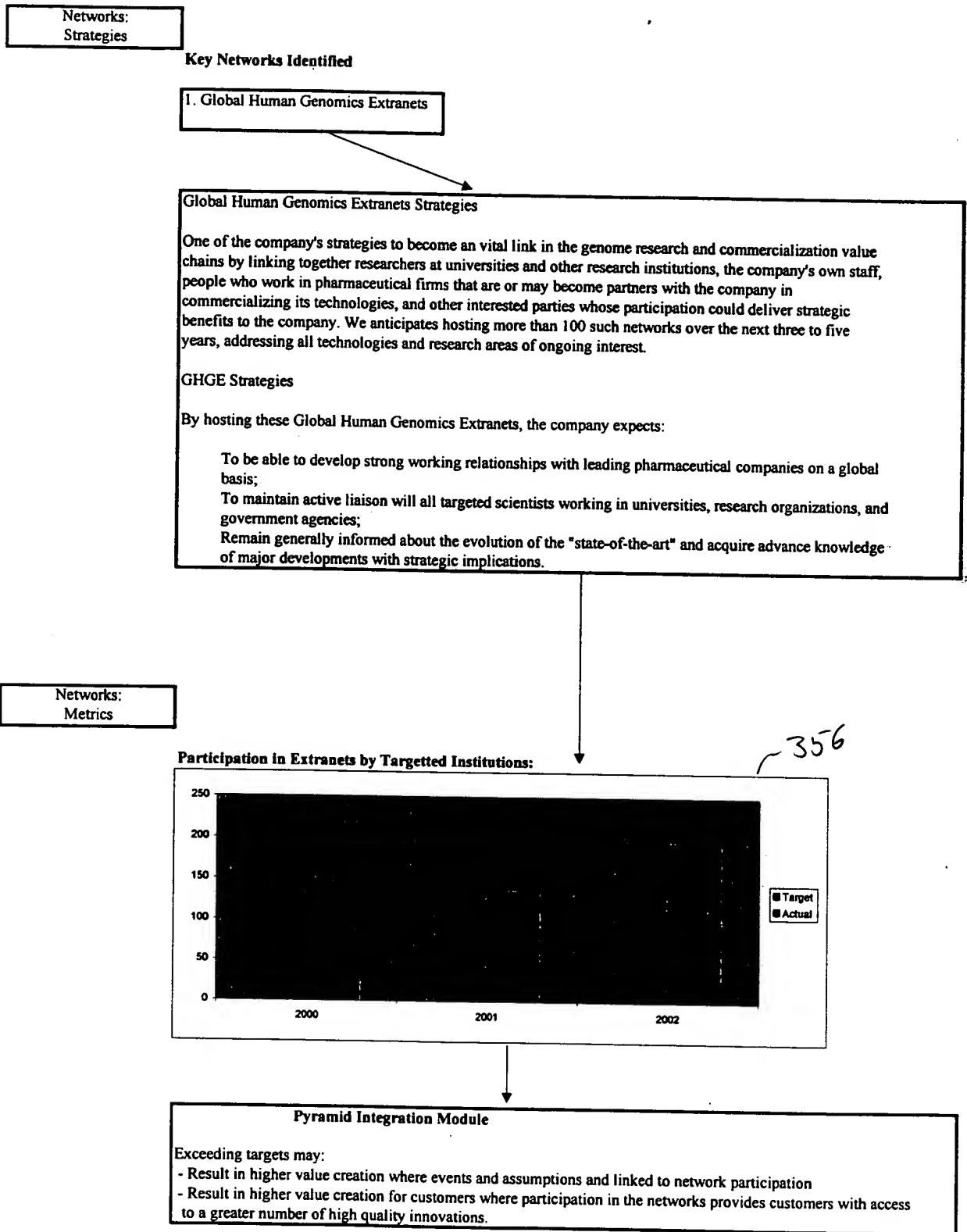


Figure 10

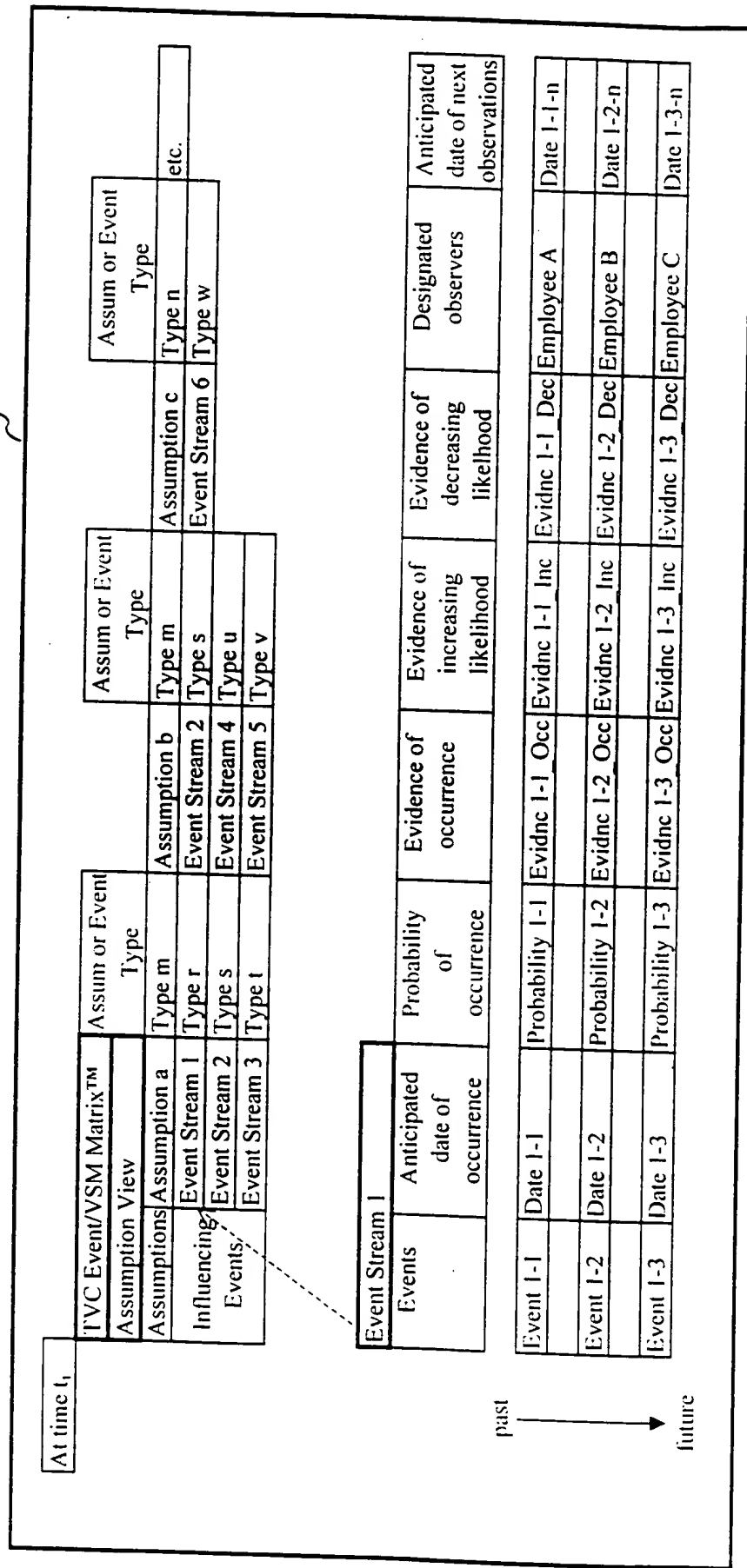


Figure 11

005090" 2249560

400

May 1, 2000

TVC Event/VSM Matrix™		Assum or Event Type	Assum or Event Type	Assum or Event Type
Assumption View				
Assumptions	Royalty rate=20%	Revenue Assum	Revenue Assum	Revenue Assu
	Changes in competitor royalty rates	Change in world drug sales current growth rate	Market event	Scientific event
Influencing Event Streams	Change in world drug sales growth rate	Change in health care delivery system in China	Market event	etc.
	Negotiating success with new potential pharma partners	Impact of non-drug therapies	Competitive event	

Changes in competitor royalty rates

Events	Anticipated date of occurrence	Probability of occurrence	Evidence of occurrence	Evidence of increasing likelihood	Evidence of decreasing likelihood	Designated observers	Anticipated date of next observations
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past

Glaxo deal	June 1, 2000	10-20%	Media Report	Talks continuing	Report of stall in negotiations	Anne Smith	Mar 1, 2000
Impact of EU protocols	July 15, 2000	5-10%	Proceedings of July Conference	Progress of German proposals	Dropping of German proposals	Kurt Heigel	Apr 15, 2000
Impact of Lilly merger	September 1, 2000	50%	New policy announcement	Senior French management replaced	Not reorganizing French subsidiary	Étienne Dupuy	Jul 5, 2000

future

Figure 12

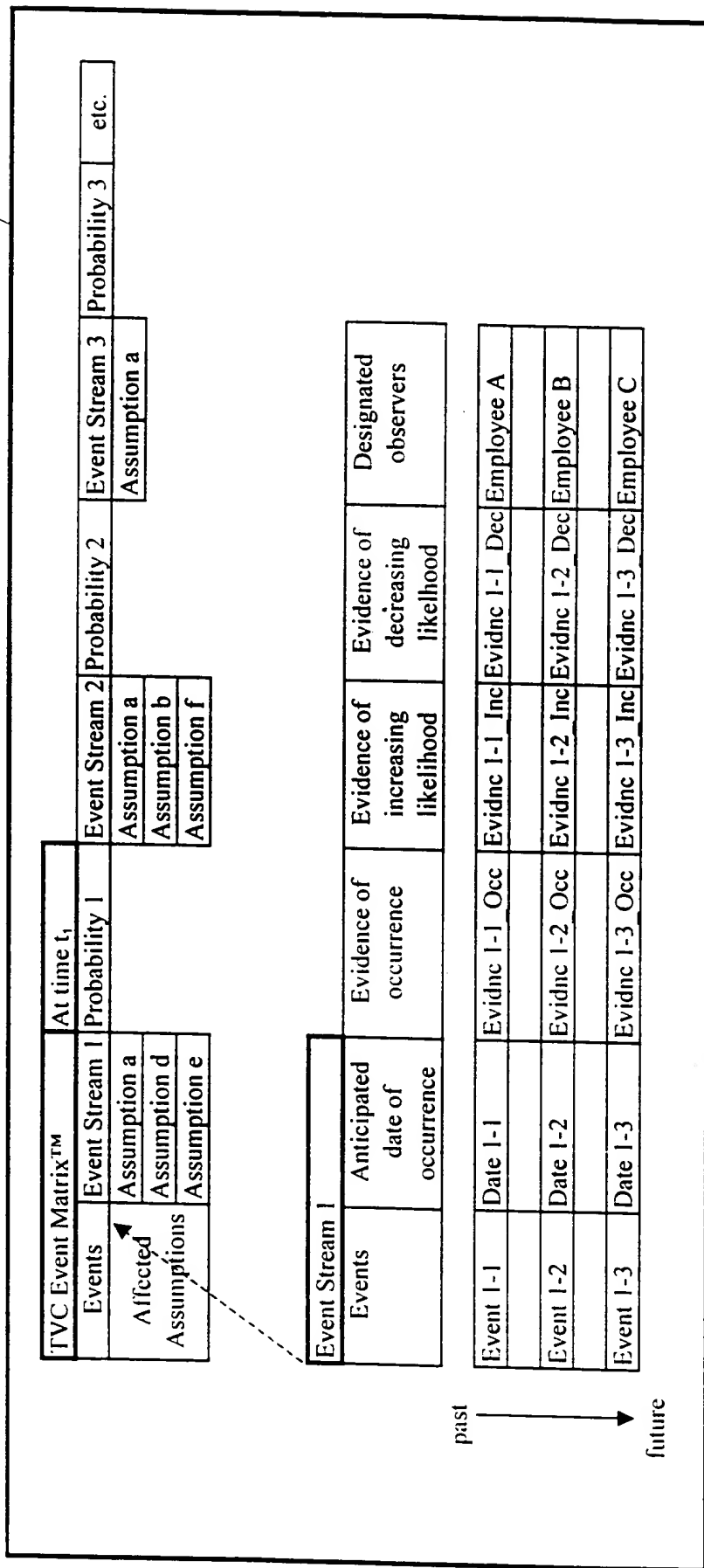


Figure 13

500  
✓

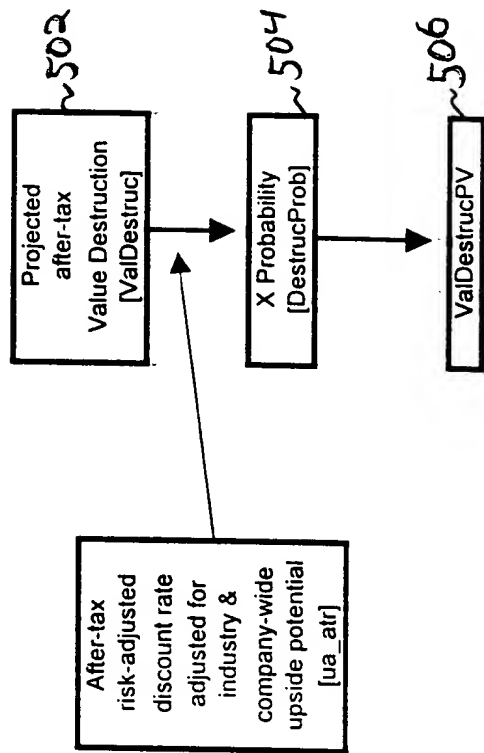


Figure 14

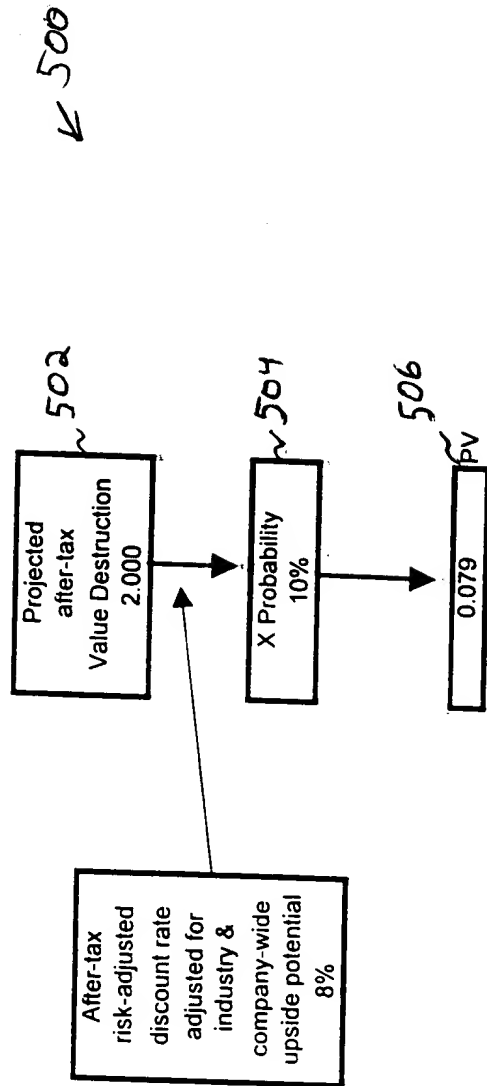


Figure 15

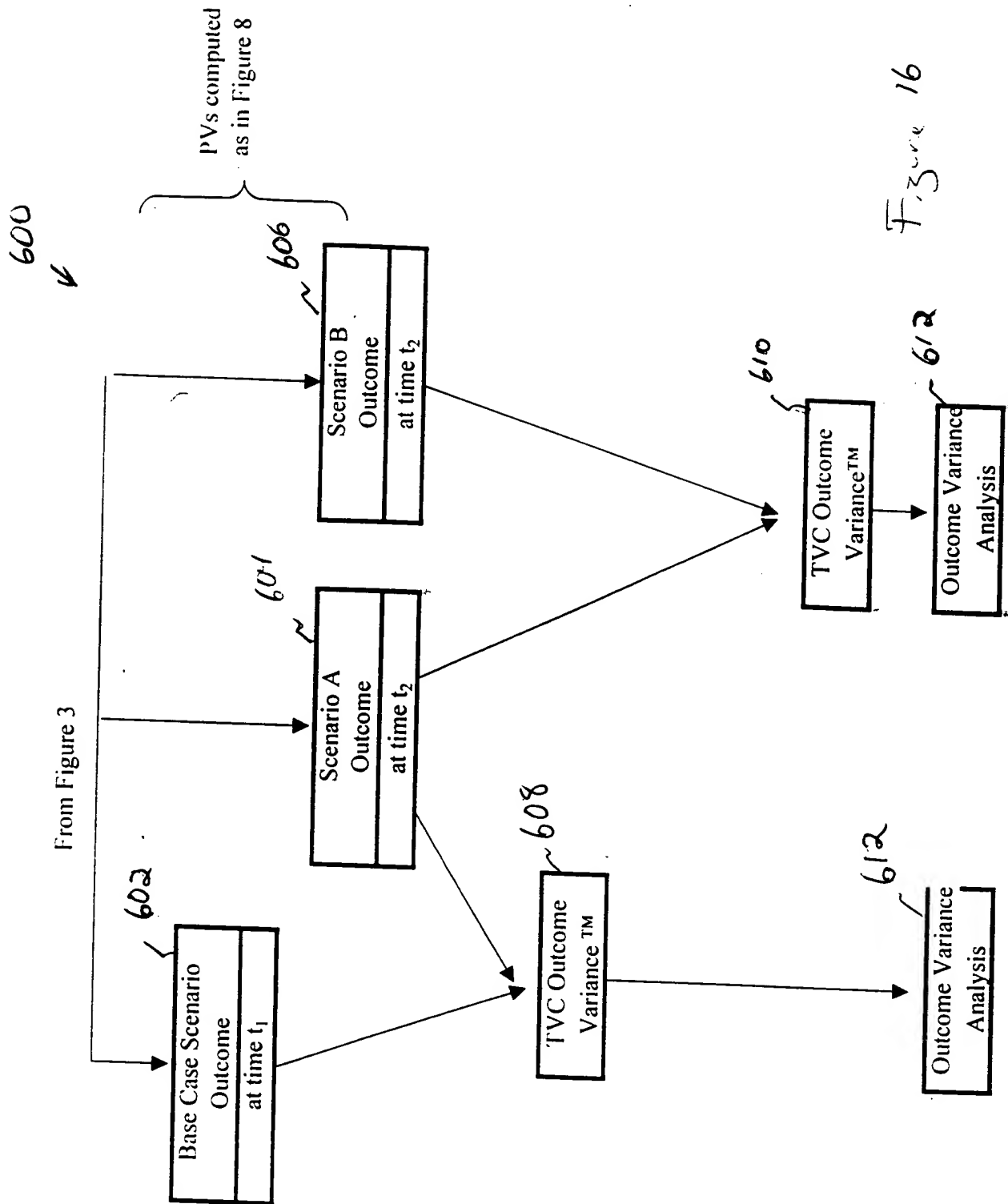


Figure 16



## Calculation of Outcome Variance

PV of Bio-tech drug projects	468.999
PV of Bio-informatics tools	134.424
Free cash PV	2.649
Current PV of GreenGene	600.774
Last year's PV	471.418
Delta_PV	129.356
COCr on last yr PV	75.427
Outcome Variance	53.929

## Analysis of Outcome Variance

cause	effect \$ mlns
revised projection tool #4 sales	
from 0.007% to 0.015%	25.009
world bio-tech sales growth thru 2005	
from 11.5% to 12.5%	14.931
revised projection drug #26 sales	
from 0.45% to 0.70%	10.196
last yr wrld sales grew 12.9% not 11.5%	7.000
increased R&D spending last year	-1.607
increased future R&D spending	-1.461
effect of WHO donation	-0.306
last yr's investment income better	0.167
	53.929

Figure 17

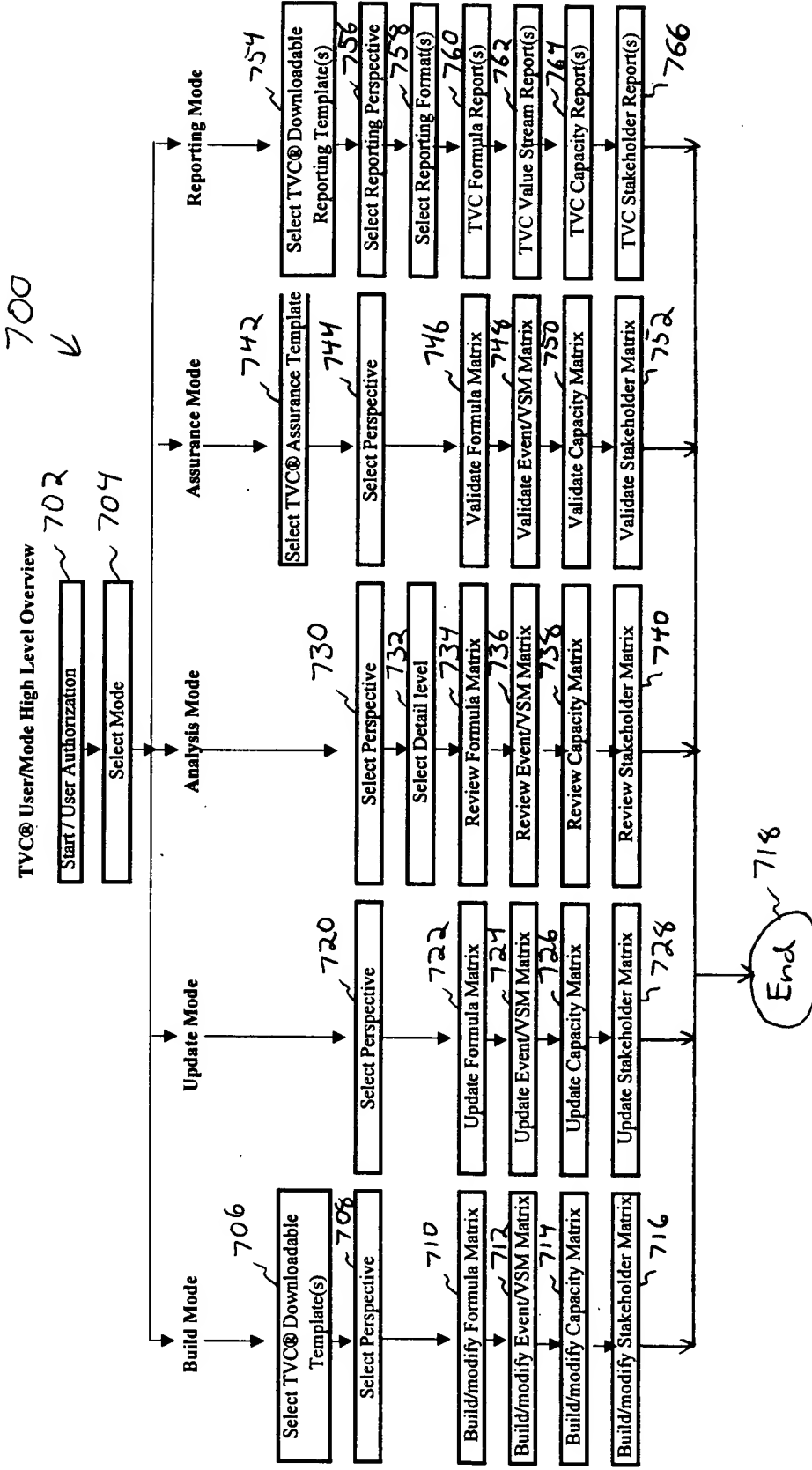


Figure 18

Fig 225

Stakeholder Stored Assumptions

At time $t_i$		TVC Event/VSM Matrix™		Stakeholder Reference		Stakeholder Reference		Stakeholder Reference	
		Event View							
		Events		Event 1		Event 2		Event 3	
				Assumption a		Assumption b		Assumption e	
		Related Assumptions		Assumption a		Assumption c		Assumption e	
				Assumption a		Assumption d			
				Management		Management		Management	
				User B		Management		User A	
				User C		Management		User B	
								etc.	

Figure 19

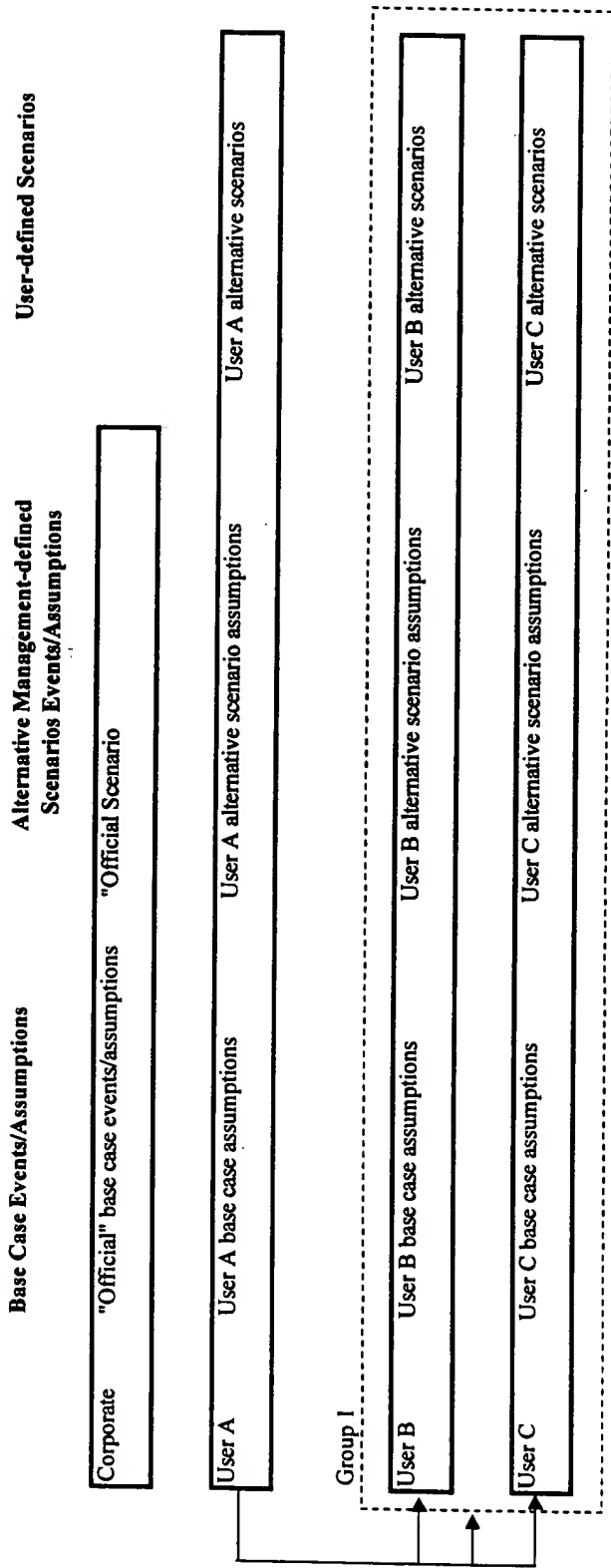


Figure 20

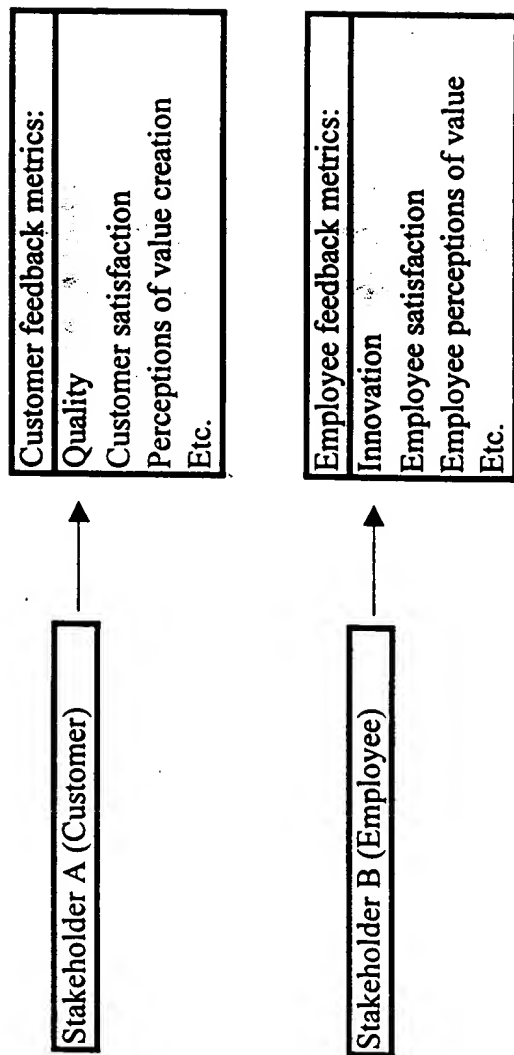
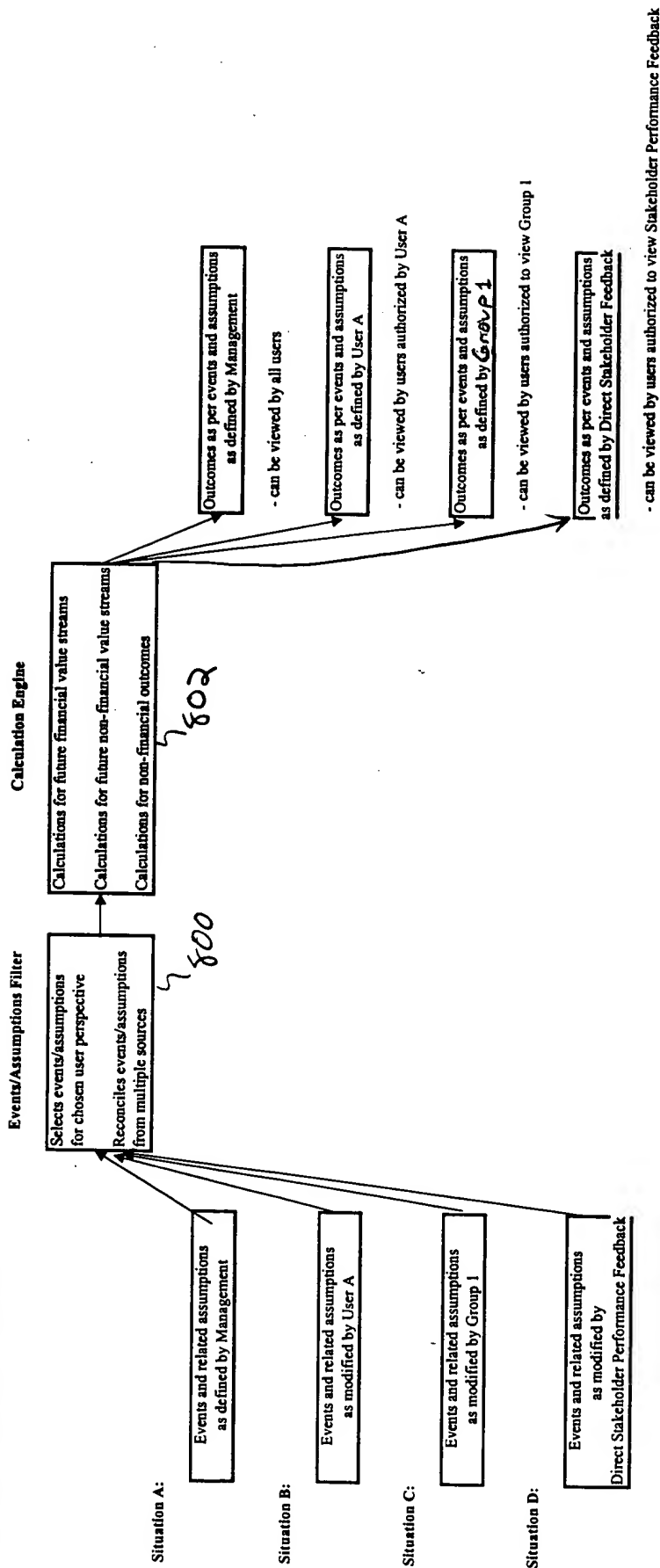


Figure 21

Fig 227

Stakeholder Interactivity - Calculations



Figure

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